



# Maryland Governor's Workforce Investment Board



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R E P O R T  
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**Parris N. Glendening**  
*Governor*

**Kathleen Kennedy Townsend**  
*Lieutenant Governor*

**Wayne A. Mills**  
*Chairman*

**Eleanor M. Carey**  
*President*

# GOVERNOR'S WORKFORCE INVESTMENT BOARD

**PARRIS N. GLENDENING**  
GOVERNOR

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CHAIRMAN

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February 10, 2001

The Honorable Parris N. Glendening  
The Honorable Kathleen Kennedy Townsend  
The Honorable Thomas V. Mike Miller  
The Honorable Casper R. Taylor  
Members of the General Assembly  
Maryland Businesses and Citizens

Ladies and Gentlemen:

It is with great pleasure that we present to you the 2000 Annual Report for the Governor's Workforce Investment Board. As expected, the new millennium has provided us not only unprecedented challenges, but also unprecedented opportunities.

As you will see throughout this report, the Board is working with key partners at the state and local levels to effect change throughout the workforce development system. Not change for its own sake, but change that gives businesses the skilled workforce they need to grow and prosper, and change that provides job seekers and students the labor market information and training products they need to make informed job and career decisions.

Through a concentrated strategic planning process, the Board has identified numerous action items that are guiding its deliberations and decisions. Chief among our priorities are the identification of system measures to serve as a guide in those deliberations, and the creation of new and innovative workforce information products that expand beyond traditional labor market information in order to view trends and challenges in new and exciting ways.

For example, the Board's In-Demand Occupations 2001 Conference, taking place on February 27, 2001 is the culmination of a new partnership between the Board and two state partner agencies (Department of Labor, Licensing, and Regulation, and the Maryland State Department of Education) to sort occupations by education and training and then develop projections through a consensus of private industry leaders.

The Board has also identified five critical skills shortages as priorities including technology, tourism, health care, construction, and teaching. The Board will address these priorities in a variety of ways, including the creation of, or participation in, key task forces, application for federal grant opportunities, and identification of private, public, and education partnerships that address critical skills shortages.

The Board wants all Maryland businesses and job seekers to know about the efforts undertaken daily by its state and local partner agencies as well as special initiatives that address challenges through innovative programs and partnerships.

The Board is working to develop a comprehensive communications strategy so that all initiatives are better known and the efforts of the workforce system better understood. One way in which we will achieve that goal in 2001 is to partner with the State Chamber of Commerce and others to host the first Statewide Workforce Conference on May 10, 2001. Please join us for the Summit and other events as you learn more about them, the Board, and the entirety of the state's workforce development system.

Buckle up. While 2000 was a busy year, it merely served to lay the foundation upon which the system will continue to evolve and excel. And while 2001 will be a year in which to further build on the foundation, it will also be the year in which much of our vision begins to take shape. And that will allow us all, including businesses and job seekers in particular, the ability to continuously improve, grow, and prosper.

Sincerely,

A handwritten signature in red ink, appearing to read "Wayne A. Mills".

Wayne A. Mills, Chairman

A handwritten signature in red ink, appearing to read "Eleanor M. Carey".

Eleanor M. Carey, President

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## EXECUTIVE SUMMARY

This year's annual report represents a significant change for the Governor's Workforce Investment Board ("Board"). As the new millennium ushers in a new and challenging era, so too does the Board. This year's report highlights not only the role of the Board in facilitating and developing consensus on workforce policy, but also the varied partners and initiatives throughout the state, so that businesses and job seekers have a more comprehensive understanding of the varied benefits and resources available to them.

**The Board has six state partner agencies** – The Department of Labor, Licensing and Regulation (DLLR), The Department of Business and Economic Development (DBED), The Maryland State Department of Education (MSDE), The Maryland Higher Education Commission (MHEC), The Department of Human Resources (DHR) and the newest partner as of 2000, The Maryland Department of Aging (MDOA). Furthermore, the Board recognizes the role played by the state's twelve Local Workforce Investment Boards in helping to keep Maryland businesses competitive and at the forefront of the "war for talent."

**This report is divided into three sections** – the *introduction*, including the Chair's letter, this summary, and "About the Board"; the *main body*, divided into four sections based on the goals of the Board; and an *appendix* that includes an inventory of workforce programs available through our state partner agencies, and a listing of businesses and organizations that serve on the Board and its various task forces and committees.

### GOALS OF THE BOARD

**Goal I:** *A workforce development system that produces the best-educated and most highly skilled workforce in the world.* This section includes the Board's Technology Workforce Task Force, the Greater Baltimore Technology Training Connection, and Achievement Counts, in addition to several specific initiatives that address the shortage of information technology professionals, tourism workers, and nurses.

**Goal II:** *To provide job seekers, incumbent workers, students, out-of-school youth, and employers the labor market and training information and assistance they need.* This section includes the State of the Workforce Report, the Business Training Network and the new website [www.MarylandTraining.com](http://www.MarylandTraining.com).

**Goal III:** *A governance system focused on unified planning, continuous improvement, and accountability for results.* This section is one that has received a lot of focus and attention in the latter half of the year. In this report we highlight the Board's FY 2001 Action Plan, System Measures to inform the Board at a broad policy level, and the new Legislative Committee.

**Goal IV:** *To achieve universal recognition of Maryland's success in developing a world-class workforce development system.* This section provides a glimpse into the first Statewide Workforce Conference that will be held in May 2001; a preview of the Board's new web page, and the development of a communications strategy.

While we believe there are many excellent programs and initiatives within and external to the Board's purview, we do not claim this report to be comprehensive. There is not enough room to list all of the initiatives undertaken at the state and local level, nor can we possibly be aware of every initiative. Therefore, your favorite program may have been omitted from this year's report. If this is the case, please do not be offended. Rather, help us to continuously improve upon this effort by dropping us a line identifying your initiative. We will continue to highlight successful and innovative programs through this report and our website at [www.gwib.state.md.us](http://www.gwib.state.md.us). Please send details of your initiative to [gyakimov@gwib.state.md.us](mailto:gyakimov@gwib.state.md.us).

By working together with state and local partners and stakeholders to identify and promote the many excellent programs that comprise the state's workforce development system, Maryland's businesses, job seekers, and workforce professionals will have the resources they need to continuously grow and prosper.

## ABOUT THE BOARD

The Governor's Workforce Investment Board, first created in 1983, is the state's chief policy-making body on workforce development. The Governor appoints its forty members, who represent the business community, the General Assembly, key state agencies, education, organized labor and community-based organizations. The Board meets four times a year, as does the Board's Executive Committee. The Board and its staff function as an independent agency reporting to the Governor and Lt. Governor.

The Governor and Lt. Governor have charged the Board with taking the leadership role in building a world-class workforce that will drive the state's economy. The Board's overall mission is to close the skill gaps, increase economic growth and meet 21st Century workforce needs of employers and job seekers. Simply put, the Board's role is to advocate strategies and oversee an accountability system that will assure that graduates of schools and colleges and completers of training programs in Maryland have the education and skill sets employers need now and in the future.

As required by the 1998 Workforce Investment Act, the Board's chairman and 51% of its membership are from the private sector. This private sector majority works with the Cabinet Secretaries of six state agencies (Department of Labor, Licensing and Regulation; Department of Business and Economic Development; Department of Education; Higher Education Commission; Department of Human Resources; and Department of Aging), along with other stakeholders to ensure that the needs of employers are clearly and directly communicated to key policy makers.



*Chairman Mills and President Carey lead group discussion of 2001 Action Plan.*



*Chairman Mills kicks off new Board Member Orientation.*

## Implementation of the Workforce Investment Act

The Board continues to work with its state and local partner agencies to implement the Workforce Investment Act (WIA) of 1998.

WIA seeks to guide the development of a workforce system that is market-driven, accountable, customer-focused, responsive, and flexible. In 2000, Maryland's five-year Unified Plan for Workforce Services was approved by the U.S. Department of Labor. The Board established a statewide Youth Council and adopted a Performance Incentive Policy for Local Workforce Investment Areas to achieve.

# Goal I: A workforce development system that produces the best-educated and most highly skilled workforce in the world.

## Board INITIATIVES

### CRITICAL SKILLS SHORTAGES

The Board has chosen to focus its efforts on five critical skills shortage areas: Construction, Health Care, and the “3 T’s” - Teaching, Technology, and Tourism. To date, the Board has applied for a federal grant that will allow the Board to better connect with businesses and identify their needs in all of the critical areas except for teaching. In addition, the Legislative Committee and other Board stakeholders are examining a means by which to forecast future skills shortages so that the Board can take a more proactive, rather than reactive, approach. The Legislative Committee has also endorsed the Maryland State Department of Education’s \$37 million “Teacher Recruitment Initiative” to market to, recruit, and mentor teachers and provide professional development for teachers and principals.

### CHESAPEAKE WORKFORCE ALLIANCE



The Board is proactively seeking to address critical skill shortages through its participation in the Chesapeake Workforce Alliance. The Alliance is a partnership between the Governor’s Workforce Investment Board and the Local Workforce Investment Areas of Susquehanna (Cecil, Harford Counties); Upper Shore (Caroline, Dorchester, Kent, Queen Anne’s, Talbot Counties); Lower Shore (Somerset, Wicomico, Worcester Counties); and Southern Maryland (Calvert, Charles, St. Mary’s Counties). The Alliance has applied for a U.S. Department of Labor grant to connect directly with businesses in order to identify occupational and skill needs, conduct an analysis of needed skills, and develop key partnerships between businesses, government, and stakeholders such as the Maryland-D.C. AFL-CIO that address critical skill

needs. The analysis will take place in four specific sectors of the economy – technology (including manufacturing), tourism, health care, and construction. The Alliance will connect with businesses through a combination of personal visitation, focus groups, and electronic and direct mail surveys. While it is possible that the Board may not receive funding for this project, it has already begun exploring alternative funding sources or streamlining the project slightly in order to implement the project due to its importance and value.

### TECHNOLOGY WORKFORCE TASK FORCE

Chaired by Board member John Q. Porter of Spectrum International and the Montgomery County School System, the Board’s Technology Workforce Task Force, consisting of 35 members (20 from the private sector) reviewed the state’s various Information Technology (IT) workforce initiatives and chose to actively endorse and support many of those initiatives. The Task Force seeks to increase the quantity and quality of the state’s IT workforce through increased degree and certificate programs, as well as articulation agreements at universities and community colleges; expanded and improved technical training in high schools; and increased financial assistance to students seeking a technology degree.

While Maryland has many good initiatives in place to address the IT workforce shortage, the state aims to do a better job in marketing those initiatives so that employers, job seekers, students, parents and guidance counselors are more aware of the opportunities for them in Maryland. Therefore, the Board is working with its state agency partners to develop an information technology workforce web portal that will seek to increase the number of students and professionals in the pipeline and / or employed in Maryland. Furthermore, the Task Force is examining ways in which it can better diversify the state’s IT workforce to be more inclusive of women and minorities.

In addition to being a Board initiative, the Technology Workforce Taskforce has endorsed the following partner initiatives: Information Technology (IT) Skill Standards, Maryland Applied Information Technology Initiative (MAITI), Community College Participation in the Maryland Applied Information Technology Initiative, and Science and Technology Scholarships.

## INFORMATION TECHNOLOGY (IT) SKILL STANDARDS

Information Technology (IT) Skill Standards is one of the initiatives endorsed by the Technology Workforce Task Force. IT Skill Standards are employer-validated, industry-identified skills, knowledge and abilities required to succeed in the workplace. National IT skill standards developed by the NorthWest Center for Emerging Technologies (NWCET) in Bellevue, Washington, were adopted by MSDE and validated by State businesses.

The State Department of Education identified cluster areas including Information Technology. Under this cluster, the NWCET developed standards for eight IT career pathways:

- (1) database development and administration*
- (2) digital media*
- (3) enterprise systems analysis and integration*
- (4) network design and administration*
- (5) programming/software engineering*
- (6) technical support*
- (7) technical writing*
- (8) web development and administration*

Maryland employers validated the IT cluster template and the skill standards to assist educators in planning and implementing standards-based programs that prepare graduates with academic, technical, and workplace skills.

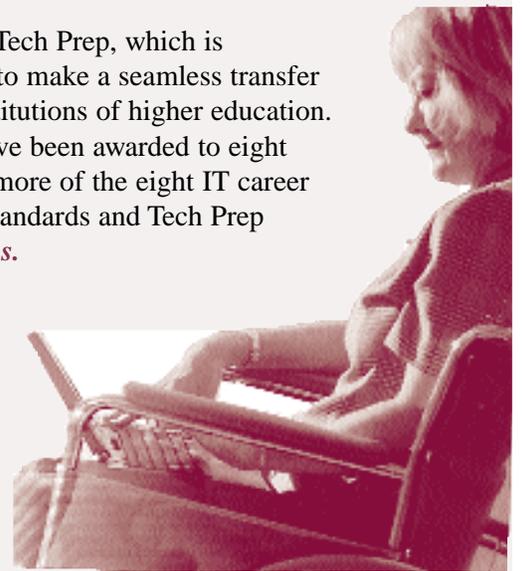
IT Skill Standards will be used in Maryland to:

- 1) Improve the education of the IT workforce*
- 2) Increase the cooperation between education and business*
- 3) Improve academic mobility by developing an articulated curriculum that continues from high school through community colleges and on to four-year institutions*
- 4) Establish criteria and standards for model degree programs.*

A corollary program to Skill Standards is the “IT 2+2+2” program also known as Tech Prep, which is another initiative endorsed by the Task Force. Tech Prep programs allow students to make a seamless transfer of credits between and among high school, community colleges, and four-year institutions of higher education. During the past two years, almost \$225,000 of Tech Prep Incentive Grant funds have been awarded to eight of the sixteen Tech Prep Consortia in Maryland to develop IT programs in one or more of the eight IT career pathways defined in the NWCET skill standards. More information about Skill Standards and Tech Prep “IT 2+2+2” programs are available on the MSDE website at [www.msde.state.md.us](http://www.msde.state.md.us).



*John Porter,  
Technology Workforce Taskforce*



## MARYLAND APPLIED INFORMATION TECHNOLOGY INITIATIVE (MAITI)

The Technology Workforce Task Force felt it essential to endorse initiatives that addressed the pipeline of IT students. MAITI includes the following partners: University System of Maryland institutions of College Park, Baltimore, Baltimore County, University College, Bowie State, and Towson University; and Johns Hopkins University, and Morgan State University. The major goal of MAITI is to double the number of students who are enrolled in and graduated from IT degree programs offered by participating universities, and to double the number of students enrolled in short courses and certificate programs. MAITI has several other goals, and can be visited at [www.maiti.org](http://www.maiti.org).

## BRINGING A MAITI INITIATIVE TO MARYLAND'S COMMUNITY COLLEGES

The Technology Workforce Task Force also endorsed the expansion of MAITI to the Maryland Association of Community Colleges, otherwise known as MAITI-MACC. MAITI-MACC's collaborative partnership of all 16 community colleges is seeking legislative funding to establish the following:

- *Program Support (equipment, staff recruitment and salaries)*
- *Program Innovation (collaborative efforts to develop and implement new programs)*
- *Joint Marketing (advertising and web development)*
- *Pipeline (strengthen and upgrade matriculation agreements and K-12 "tech prep")*
- *IT Coordination Office (coordinate implementation of funds and other collaborative efforts)*
- *Curriculum Review (3-year process of reassessing and redefining degrees, curriculum, instructional techniques, and accountability measures)*

For more information contact: [pkeeton@howardcc.edu](mailto:pkeeton@howardcc.edu)

## SCIENCE AND TECHNOLOGY SCHOLARSHIPS

The Technology Workforce Task Force also endorsed the Science and Technology Scholarship Program administered within the Maryland Higher Education Commission. The program was established to address the reported shortage by businesses of qualified applicants in the fields of computer science, engineering, and technology. The program provides financial incentives for students to enroll in associate and baccalaureate degree programs in these fields. The scholarships are available to recent Maryland high school graduates who meet specific academic criteria including an overall grade point average of at least 3.0 (on a 4.0 scale). In the program's first academic year, 1999-2000, 761 individuals received assistance totaling \$2,073,000. In the second academic year, 2000-2001, 1125 individuals (including renewals) received assistance totaling \$3,241,000. More information is available at [www.mhec.state.md.us](http://www.mhec.state.md.us).



## GREATER BALTIMORE TECHNOLOGY TRAINING CONNECTION (GBTTC)

The Baltimore County Office of Employment and Training, on behalf of its regional partners, successfully spearheaded an effort to obtain funding to address the need for trained Information Technology workers. The Local Workforce Investment Areas of Baltimore County, Baltimore City, Mid-Maryland (Howard and Carroll Counties), Anne Arundel County and Susquehanna (Cecil and Harford Counties) have partnered together to offer businesses the opportunity to connect with IT training and other workforce development resources. Funded through a grant of approximately 2.5 million dollars from the U.S. Department of Labor, GBTTC was created to develop regional solutions that will help employers to: 1) upgrade the technical skills of their current workforce; 2) fill vacant positions essential to maintaining competitiveness; and 3) fill new positions critical to expansion. Furthermore, Baltimore City and Baltimore County commissioned an IT worker shortage survey, the results of which will be available in the 1st quarter of 2001. More information about the GBTTC is available at [www.train4it.org](http://www.train4it.org).



## METROTECH

The Maryland Department of Labor, Licensing and Regulation (DLLR) continues to administer a U.S. Department of Labor grant of \$20.2 million in partnership with Washington, D.C. and northern Virginia. These funds provide more advanced training to high-tech workers so that they can succeed in their professions and helps to ensure that businesses have enough trained workers to grow and thrive. The grant is used to identify and train dislocated workers and incumbent workers to fill existing job vacancies. Unlike traditional employment programs, employers identify specific jobs for participants before the workers are provided training. This regional approach extends 50 miles from Washington D.C. allowing for participation by eight of Maryland's twelve local workforce areas. Through the end of 2000, 308 individuals have participated (or are participating) in training and 151 have entered employment. For more information, contact Bill Carlson, Metro Tech Director at [bcarlson00@hotmail.com](mailto:bcarlson00@hotmail.com) or visit the website at Prince George's Workforce Services: [www.metrotechitjobs.org](http://www.metrotechitjobs.org).

### **Parris N. Glendening**

Governor:

**"An educated workforce is the single-most important factor in the state's ability to help businesses grow and prosper. The ability to produce, recruit, and retain a skilled and educated workforce will ensure that Maryland's economic prosperity continues well into the future."**



## STRATEGIES TO ADVANCE LOW-WAGE WORKERS IN MARYLAND

The Open Society Institute-Baltimore teamed with the Abell Foundation, the Annie E. Casey Foundation, and the Alvin and Fanny B. Thalheimer Foundation to produce a report on Maryland's workforce system and a conference entitled "Maryland's Low Wage Workers in the New Economy: Strategies for Opportunity and Advancement." The report and conference highlighted several key findings, among them: (1) the bottom 20 percent of families in Maryland have been left behind by the booming economy; (2) many Marylanders, even those who work, still live in poverty; (3) 44% of the 50 jobs with the highest number of annual openings in Maryland pay starting wages of \$7.00 per hour or below; and (4) business participation in public/private partnerships indicates that employers are eager to work with public and private partners to meet their labor needs. The conference resulted in the formation of an advocacy coalition that is suggesting various public investments and policy changes to assist employers and working poor families. For more information on the report or conference, please contact Open Society Institute-Baltimore at 410-234-1091.

## COORDINATED EXAMINATION OF MARYLAND'S TOURISM INDUSTRY WORKFORCE

More than 101,000 people are directly employed in the tourism industry in Maryland. The industry generated \$519 million in state and local tax revenues and an estimated \$11.5 billion in tourist spending in 1998. In recognition of the significant impact of the tourism industry on Maryland's economy, the General Assembly charged the Department of Business and Economic Development (DBED) to convene key public, private, and community stakeholders and to report back on their efforts to examine workforce training, education, job preparation, and employee retention programs related to the hospitality and tourism industry. The taskforce that was convened made recommendations in six critical areas including job preparation, career development, accessible training, data support, public outreach, and infrastructure facilitation (transportation, housing, etc.). Much of the work centered on an inventory of available education and training programs, and the development of a career pathways framework. A complete copy of the "Report to the Joint Chairmen" can be accessed at [www.mdifun.org/industry/workforcereport.asp](http://www.mdifun.org/industry/workforcereport.asp).

## COMMISSION ON THE CRISIS IN NURSING



2000 saw the passage of state legislation that created the "Statewide Commission on the Crisis in Nursing." The Commission was formed to devise and implement strategies to stem the nursing shortage. This requires addressing critical challenge areas, including

- *Average age of Maryland's practicing nurses is 46*
- *Nursing school enrollments are declining by upwards of 6%*
- *In 1999, over 2,000 practicing nurses did not renew their licenses*

The Commission hosted a nursing conference in June that was attended by over 630 nurses and other stakeholders to identify issues and brainstorm strategies. The Commission, which consists of private health officials, the public and nurses (including practicing nurses from various specialties) is studying and evaluating the education, recruitment, workplace and retention of nurses from a wide variety of perspectives.

The initial recommendations of the Commission that have legislative implications include: (1) modifying the criteria for nursing scholarships; (2) increasing the dollar amount for nursing scholarships; (3) including a living stipend in scholarships; (4) providing scholarships on a semester rather than annual basis; and (5) allow cross-county tuition assistance for students who cannot attend a community college in their own jurisdiction due to lack of space.

Among the Commission's next steps is addressing issues in five categories including: (1) scheduling and life-style issues; (2) professional working environment; (3) regulatory issues; (4) clinical practice delivery models; and (5) stress in the workplace. Interested stakeholders can stay abreast of the Commission's progress, or join one of four sub-committees (Recruitment, Retention, Education, and Workplace Issues) by visiting [www.dhmf.state.md.us/mbn](http://www.dhmf.state.md.us/mbn).

## Goal II: Provide job seekers, incumbent workers, students, out-of-school youth, and employers the labor market and training information and assistance they need.

### Board INITIATIVES



#### THE STATE OF THE WORKFORCE REPORT

The Board partnered with RESI of Towson University to produce the State of the Workforce Report. The report is intended to provide local area workforce and economic development professionals new and unique workforce information that concentrates on in-demand occupations and skills that job seekers need to grow and prosper. As part of the Report's development, a meeting was held with local area workforce professionals to identify information needs and key challenge areas of each area. This Report is the first of its type to focus on the economic backdrop and critical in-demand skills of each of the twelve Local Workforce Investment Areas. The full Report will be published in late April, and will be posted to the Board's website shortly thereafter. A few sample findings:

- Though the impending slowdown across the nation may diminish the extent of labor shortages in 2001, the long-term outlook suggests that Maryland shortages will increase over time as job growth exceeds labor force growth. Increased international migration will not cover this shortfall, nor will the growing trend of postponed retirement.
- The need for training to bridge the gap between low-wage and high-wage jobs cannot be overstated. There certainly are many middle-wage occupations in Maryland adding jobs, but the skills required for these jobs are generally not the ones that can be acquired through experience on a lower-paying job.
- Based on data from the Department of Labor, Licensing and Regulation, the highest ranking skill needs based on Maryland's top 25 occupations are: active listening; speaking; writing; reading comprehension; social perceptiveness; problem identification; information organization, mathematics, service orientation, critical thinking, information gathering, and judgment and decision making.



#### IN-DEMAND OCCUPATIONS 2001

The Board is preparing for the first In-Demand Occupations (2001) conference that it will hold in partnership with the state Department of Labor, Licensing and Regulation (DLLR). On February 27, 2001 a half-day conference will bring together 80 business leaders from across the state in ten critical economic clusters (e.g technology, finance, construction, etc.) in order to develop consensus lists of occupational projections. These lists, based on such critical factors as openings, wages, and training requirements, will serve as a guide to help students and job seekers make occupational and career decisions. Visit our website regularly to stay abreast of this very important initiative.

#### STATE YOUTH COUNCIL

The fall of 2000 saw the formation of the Board's statewide Youth Council, chaired by Board member Marion Pines, a nationally renowned expert on the needs of out-of-school youth. The Youth Council is charged to review data and program components and identify other services or funding that may be needed or redirected. Included on the Council are three students, in addition to twenty youth-related stakeholders from the private, public, and non-profit sectors. Much has been accomplished already, including a survey of the twelve local youth councils that identified issues and needs; examination of available youth data and data gaps, and possible options for addressing data gaps; exploration of youth funding; and review of pending youth-related legislation. Stay tuned to this important initiative through the Board's web page.



## MARYLANDTRAINING.COM

The state's 16 community colleges have come together to better connect with businesses and economic development efforts and have developed, under the leadership of Howard Community College, *MarylandTraining.com*, a web portal for businesses that enables them to locate training available from state community colleges. Through the web application, users will be able to: (1) locate courses (including when and where courses will be offered); (2) review, print, or download course descriptions and outlines; (3) request course information from multiple colleges through a single request; (4) submit requests for course customization; and (5) obtain directions and maps to campus locations. Combined with the goals of MAITI-MACC, the efforts of the Business Training Network and *www.MarylandTraining.com* have the potential to impact dramatically the state's capability of delivering traditional, emerging, and customized workforce education and training.

## CAREER CONNECTIONS

Maryland's school-to-career initiative, Career Connections, has provided financial resources and technical assistance to local school systems and their partners to redesign high schools for greater student success. High schools across the state are using a variety of models aimed at school and instructional improvements. Schools are organizing student learning around broad career themes and providing work-based learning opportunities that help students make the connection between what they learn in school and future goals and aspirations. According to the most recent progress measure reports:

- *90% of Maryland high schools are providing more activities that connect academic content to real world applications*
- *80% of Maryland high schools are offering activities that integrate technical and academic curriculum*
- *85% of Maryland high schools are offering work-based learning experiences that are connected to curriculum*
- *More than 10,000 Maryland high school students are participating in high level work-based learning experiences such as internships, apprenticeships and cooperative education*

## ACHIEVEMENT COUNTS

The Maryland Business Roundtable for Education (MBRT) coordinated and trained 400 young, professional volunteers to make 1,000 presentations at 54 high schools in Anne Arundel, Baltimore, Cecil, Harford, Kent, St. Mary's, and Washington Counties and Baltimore City. Over 25,000 ninth grade students participated in the interactive program that gets them thinking and talking about: what's important to them, their goals, qualifications of a good employee, the importance of their transcript in securing opportunity in good paying jobs, what it costs to live on their own in the "real world," and what they can do now to prepare for a successful future. To learn more about MBRT and all that it does to help prepare students and parents for the challenges of the 21st Century, please visit their website at *www.mbrt.org*.



## EX-OFFENDERS

The Council on Management and Productivity is creating an Offender Employment Coordinating Council (OECC) in order to develop a returning offender's capacity to pursue and maintain a productive and sustainable employment career. The OECC will work to: (1) implement a business mentoring program for both offenders and employers; (2) expand the current state prison-to-work education program to include offenders under community supervision; (3) establish mock job fairs within institutions and the community; (4) oversee the implementation of employment counseling in the institutions; and (5) develop a state plan for transitional employment. The Board will convene a private sector led workgroup of the OECC to reach out to businesses, and will work through the Board's partner agencies to inventory existing and planned initiatives and surmount interagency barriers.

### Bill Struever:

**"There is extremely high value in tapping into the unused workforce pool of ex-offenders. As important is guiding young people towards good jobs at an early age: the earlier the investment, the bigger the payback."**

## Goal III: Develop a governance system focused on unified planning, continuous improvement, and accountability for results.

### Board INITIATIVES

#### FY 2001 ACTION PLAN

The Board underwent a strategic planning session in late spring to reach consensus on the issues that would serve as its priorities for the coming fiscal year. The Action Plan emerged as a product of the planning session, and includes as its major action items: 1) addressing critical skills shortages in technology, tourism, construction, health care, and teaching; 2) developing a centralized web portal for all workforce information; 3) developing a communications plan that informs customers and stakeholders about the excellent efforts being undertaken by partners in the workforce system; and 4) developing system measures to guide the Board at the “30,000 foot level”. This year, the Board will conduct another strategic planning session that reviews the success of the FY 2001 plan and also identifies strategic priorities for FY 2002. A complete copy of the Action Plan can be viewed or downloaded at our website.

#### SYSTEM MEASURES

Working together to develop a “report card” to inform the Board’s deliberations and decisions at the “30,000” foot level, the Board has adopted a series of systems measures based on feedback from its private and public sector members. With the help of key staff from state partner agencies, operational definitions of measures have been established, data sources and availability defined, and next steps and responsibilities defined. While the Board is still in the final stages of formally approving the measures and their definitions, it can be said that it will begin analyzing a combination of data that identifies progress in meeting the four goals of the Board including:

- ✓ *Educational credential rate*
- ✓ *High school dropout rate*
- ✓ *College readiness rate*
- ✓ *Self-sufficiency rate*
- ✓ *One-stop usage rate*
- ✓ *Customer satisfaction rate*
- ✓ *Job openings by occupation, industry, and region*
- ✓ *Investment per participant*
- ✓ *Board effectiveness*

While some definitions, such as the “investment per participant,” will require further refinement, and some measures, such as “job openings by occupation, industry, and region” will require the identification of resources (financial and otherwise) not currently available, the Board will continue to work towards achieving a sound foundation of measures that serve its policy efforts.

#### LEGISLATIVE COMMITTEE



NEW!

The year 2000 brought with it the creation of a new committee for the Board. Under the chairmanship of the Baltimore Sun’s “Marylander of the Year” and the Baltimore Business Journal’s “Business Person of the Year” Bill Struever, the Legislative Committee is concentrating its efforts on establishing mechanisms to identify critical skills shortages in advance as well as a menu of options for addressing critical skills areas, including items such as recruitment (signing bonuses, housing incentives, tax breaks, inventory of resources, etc.) retention (earn-outs, improved working conditions, etc.), and workforce pool (skill alliances, work-study, loan forgiveness, etc.) As the Board attempts to increase its legislative presence on behalf of the system, so too is the system attempting to help. The Board’s various cabinet secretaries have offered to help facilitate and coordinate legislative and budgetary support between the Board and its partner agencies, including testifying on behalf of the Board.

The Board has developed six priority legislative initiatives: (1) Maryland Applied Information Technology Initiative (MAITI) and MAITI-MACC which extends the MAITI program to Maryland's Community Colleges; (2) Maryland Technology Industries Initiative; (3) Partnership for Workforce Quality and MD Industrial Training Program; (4) Teacher Recruitment Initiative; (5) Alternative Learning Program and (6) Instructional Staff for Correctional Education.

In addition to the six priority initiatives, the Board also supports:

- (1) Maryland Teacher Scholarship Eligibility
- (2) Improved Instructional Capability
- (3) Academic Intervention
- (4) Challenge Schools Initiative
- (5) External Diploma Program

For additional information about these initiatives, please contact Mary Kate McLaughlin, Governor's Workforce Investment Board at [mclaughlin@gwib.state.md.us](mailto:mclaughlin@gwib.state.md.us).

Partner INITIATIVE

**MARYLAND'S LOCAL WORKFORCE INVESTMENT BOARDS**

Maryland has 12 Local Workforce Investment Boards dedicated to providing employment, training and youth services at the local level. These Boards operate One Stop centers that bring together partners and resources for the planning, delivery, and performance of workforce services to job seekers and employers. Critical elements of the One Stop system include collaboration across agencies and areas, accountability, continuous improvement, service integration and the flexibility to customize services.

In 1999, Maryland's Local Boards together served over 25,000 individuals, of whom 60% were adults and 40% were youth. In a recent presentation to the State Board, Local Workforce Area Directors reported that 8 out 10 adult job seekers were successfully transitioned into the workforce. They also reported that 63% of the economically disadvantaged/long-term unemployed individuals they served were offered jobs at an average wage of \$8.30, resulting in a \$7 million infusion into the State's economy for every quarter of employment.

Many of the programs highlighted in this annual report, such as the Greater Baltimore Technology Training Connection and the Chesapeake Alliance, are the direct result of the efforts of the Local Workforce Investment Boards. These Boards work closely with businesses and local economic development areas to assure that employers have candidates for job openings and to develop customized training approaches so employers will continue to have a pool of qualified candidates. For more information about Local Workforce Investment Boards, please contact Joseph Puhalla, President of the Prince George's Workforce Services Corporation, at [jpuhalla@pgworkforce.org](mailto:jpuhalla@pgworkforce.org).



**Kathleen Kennedy Townsend,**  
Lt. Governor:

**"It's been exciting to watch the progress of the Governor's Workforce Investment Board as it helps to establish the workforce policies that are so necessary to Maryland's economic vitality. The Board's work with its State and local partner agencies and the business community exemplifies the unified effort that separates Maryland from its competitors. Those relationships are what have made us a workforce and economic development leader. Workforce investment lays the groundwork for Maryland's continued leadership well into the future."**

## Goal IV: Achieve universal recognition of Maryland's success in developing a world-class workforce development system.

### Board INITIATIVES



SNEAK PEEK

#### STATEWIDE WORKFORCE CONFERENCE

The Board and its agency partners are working with the State Chamber of Commerce and University of Maryland-University College (in addition to many other partners) to host the first-ever Statewide Workforce Conference. The focus of the Conference is on businesses who have used various workforce programs or who have innovative workforce practices of their own to recruit and retain knowledge workers, entry-level workers, and non-traditional workers. The Conference will feature a look into the future of the workforce, including a keynote presentation from a noted futurist as well as a lunchtime discussion of generational differences in the workplace. Taking place on May 10, 2001 at the Inn and Conference Center at the University of Maryland University College campus in College Park, the Conference will also provide an exhibitor area where participants can explore programs and opportunities in great detail. Join us, please. For more information or to register, contact either the Board at [www.gwib.state.md.us](http://www.gwib.state.md.us) or the State Chamber of Commerce at [www.mdchamber.org](http://www.mdchamber.org).



SNEAK PEEK

#### TAKING THE BOARD ON-THE-ROAD

While the Board has always held its quarterly meetings and the quarterly meetings of its Executive Committee at various locations across the state, 2001 will see a more concerted effort to cover the five Economic Development Regions of the state so the Board can engage Local Workforce Investment Boards, elected officials, and stakeholders in a dialogue of best practices, challenge areas, and partnership opportunities. To date, the Board has held its January 2001 meeting at a model one stop service delivery location, the East Side Career Center in Baltimore City. Its April meeting will include a photo tour of the Patuxent River Naval Air Station in Southern Maryland.

#### WWW.GWIB.STATE.MD.US

The Board is in the process of redesigning its web page so that it better promotes the entirety of the workforce system; increases the ability to interact with Board Members and stakeholders; develops an interactive survey capability so that the Board can continuously measure the pulse of the business community; and improves links to partners and stakeholders. Help us help you. Please send information and innovative program information and web addresses to [pcassidy@gwib.state.md.us](mailto:pcassidy@gwib.state.md.us).

#### DEVELOPING A COMMUNICATIONS STRATEGY

The Annual Report and its new format are one means by which the Board is working to promote its State and local partners and their initiatives, as are the Workforce Conference and the redesign of the Board's own web page. However, more needs to be done to make sure businesses and citizens can easily find the programs and resources that will help them realize their individual goals. In order to do so, the Board will undertake the development of a communications strategy that will: develop a clear message about the Board's role and purpose; establish mechanisms for delivering and repeating that message; and establish guidelines for keeping Board members, workforce areas, businesses, job seekers, legislators, and training providers informed of workforce development programs and policies.

Kathy Snyder, President /  
CEO, State Chamber of Commerce:

**"The one thing I hear over and over again from my membership is that workforce is the number one challenge to their competitiveness. That is why the Chamber is so excited to be partnering with the Governor's Workforce Investment Board and others to host Maryland's 1st Statewide Workforce Conference."**

## **APPENDICES**

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- A. Workforce Development Programs
- B. Local Workforce Investment Boards: Contact Information
- C. Governor's Workforce Investment Board Membership
- D. Board Committees and Membership Matrix

# WORKFORCE DEVELOPMENT PROGRAMS

## Maryland Department of Business and Economic Development

PROGRAM/SERVICE	BRIEF DESCRIPTION	TARGET POPULATION & AVAILABLE DATA	CONTACT INFORMATION
<b>Maryland Industrial Training Program</b>	Provides incentive grants for the development, retention, and training of new employees in companies locating or expanding their workforce in Maryland.	134 businesses participated in this program and 52 MITP grants were awarded for FY 2000.	Brenda Townsend-Milton, Division of Regional Development 410-767-3376
<b>Partnership for Workforce Quality</b>	Provides grant funds directly to businesses and targets small to mid-sized manufacturing and technology companies of 500 or fewer employees.	360 businesses participated in this program and 253 PWQ grants were awarded for FY 2000.	Deborah Cameron, Division of Regional Development 410-767-0869

## Department of Labor, Licensing and Regulation

PROGRAM/SERVICE	BRIEF DESCRIPTION	TARGET POPULATION & AVAILABLE DATA	CONTACT INFORMATION
<b>Workforce Investment Act Job Training</b>	Assists adults, youth 14-18 years of age and dislocated workers obtain unsubsidized employment, training and related employment services.	Total served for FY 2000 was 18,892, which represents: Adults 5,607 Dislocated Workers: 9,515 Youth: 3,770.	Brian Pasternak, Division of Employment and Training 410-767-2995
<b>Trade Adjustment Assistance (TAA Services)</b>	Provides services such as job training, out-of-state job search assistance, relocation assistance, and travel allowance for training.	Those served fluctuate based on approved petitions, approximately 200-300.	Brian Pasternak, Division of Employment and Training 410-767-2995
<b>Unemployment Insurance</b>	Temporary unemployment insurance benefits individuals who have become unemployed through no fault of their own and who are able, available and actively seeking work.	For FY 2000 total clients served were 136,847.	Brian Pasternak, Division of Employment and Training 410-767-2995
<b>Veteran Services</b>	Provides employment services to all veterans, including veterans with service-connected disabilities. Such services include employability and job development, job placement assistance, vocational guidance, training services, referral to supportive services, and case management.	Total of 21,877 Maryland veterans served in the FY 2000.	Brian Pasternak, Division of Employment and Training 410-767-2995
<b>Job Service/Wagner Peyser</b>	Provides a variety of self-services, facilitated self-help services, and staff assisted services to secure employment.	All employers seeking employees and people seeking employment. Priority service is given to veterans, with disabled veterans receiving preferential treatment over other veterans.	Paulette Hall, Division of Employment Services 410-767-2005

## Maryland State Department of Education

PROGRAM/SERVICE	BRIEF DESCRIPTION	TARGET POPULATION & AVAILABLE DATA	CONTACT INFORMATION
<b>Rehabilitation Services</b>	Provides a wide array of workforce services to individuals with a physical or mental impairment. The impairment must result in a substantial impediment to employment.	14,423 persons with disabilities were served. A successful employment outcome was achieved for 3,094 individuals, employed for at least 3 months.	Robert A. Burns, Division of Rehabilitation Services (DORS) 410-554-9385
<b>Career and Technology Education</b>	Leadership, coordination, and technical assistance are provided to local school systems and community colleges for development and improvement of Career and Technology Education programs.	For FY 99, the number of secondary students enrolled was 87,596 with 9,705 completers. The number of post-secondary students enrolled was 47,220 with 4,513 completers.	Katharine M. Oliver, Division of Career Technology and Adult Learning 410-767-0158
<b>Correctional Vocational Program</b>	Provides skills training to inmates in Maryland prisons.	Vocational programs available to those inmates within five years of mandatory release.	Correctional Vocational Education Program 410-767-0489
<b>Post Secondary Initiative</b>	Provides a variety of education opportunities to highly motivated offenders with post release support and follow-up.	Entrance to all vocational programs is through the case management department of that institution.	Correctional Vocational Education Program 410-767-0489
<b>Adult Education and Literacy Service</b>	Provides funding for local programs of adult education and literacy service, including GED instruction, external diploma program, workplace literacy services, family literacy services, and English literacy programs.	For FY 99, 37,927 adults received adult education and literacy services. Diplomas were awarded to 6,572 individuals through the GED and the external diploma programs, and 5,689 individuals demonstrated increased English language proficiency.	Patricia L. Bennett, Adult Education and Literacy Services 410-767-0168

## Maryland Higher Education Commission

PROGRAM/SERVICE	BRIEF DESCRIPTION	TARGET POPULATION & AVAILABLE DATA	CONTACT INFORMATION
<b>The Scholarship Administration</b>	Implementation of various financial programs designed to attract students into high demand occupations.	Undergraduate and graduate students receive tuition and fees to attend a Maryland 2 or 4-year college or university.	State Scholarship Administration 410-260-4500
<b>Aid to Community Colleges/Cade Formula Funds</b>	Provides unrestricted aid to Maryland's community colleges for operating costs of credit (certificate, degree, and non-credential) and non-credit (except recreational) programs.	Maryland Community Colleges.	Judy Hendrickson Career Workforce Education 410-260-4531

## Department of Human Resources

PROGRAM/SERVICE	BRIEF DESCRIPTION	TARGET POPULATION & AVAILABLE DATA	CONTACT INFORMATION
<b>Food Stamp Employment and Training (FSET) Able-bodied Adults without Dependent Children (ABAWD)</b>	Services include job search, resume writing, vocational training and work experience.	There were 883 registrants served in the FSET program that resulted in many being referred or offered full and part-time employment. The ABAWD program resulted in 160 ABAWDs filling work experience slots.	Larry Pinkett, Family Investment Administration 410-767-7978
<b>Temporary Assistance to Needy Families (TANF)</b>	Provides temporary assistance for needy families while preparing program participants for employment and self-sufficiency. Assistance consists of services and/or cash assistance to eligible individuals.	Total Work Opportunities Registrants were 58,572.	Larry Pinkett, Family Investment Administration 410-767-7978

## Department of Aging

PROGRAM/SERVICE	BRIEF DESCRIPTION	TARGET POPULATION & AVAILABLE DATA	CONTACT INFORMATION
<b>Senior Employment Program</b>	Provides subsidized training and employment for a period of up to two years.	Men and women, ages 55 and older, who are economically disadvantaged, and desire an opportunity for training and employment.	Karen Fields Senior Employment Program 410-767-1100

## Department of Juvenile Justice

PROGRAM/SERVICE	BRIEF DESCRIPTION	TARGET POPULATION & AVAILABLE DATA	CONTACT INFORMATION
<b>Job Corps</b>	Provides employment opportunities and resources for our youth, as well as family, school and community partnerships.	Male and female youth ages 16-21.	Cynthia Newman Outreach and Admissions (410) 625-8400
<b>Comcast Cable of Maryland</b>	<p>Installs educational cable television in all DJJ facilities for students and internet services for the teacher &amp; recreational programs.</p> <p>Establishes follow-up procedures to monitor and track involvement with potential employers.</p>	<p>Male and female youth ages 7-20.</p> <p>Male and female youth ages 16-21.</p>	Angela Heffner Coordinator of Public Relations (410) 931-4600 ext. 201

## Department of Housing and Community Development

PROGRAM/SERVICE	BRIEF DESCRIPTION	TARGET POPULATION & AVAILABLE DATA	CONTACT INFORMATION
<b>Community Development Block Grant (CDBG)</b>	Funds are distributed competitively for economic development projects to units of local government in the non-urban areas of the State.	Twenty-five percent of the State's annual CDBG allocation is set aside for economic development projects. Projects funded in FY 1999 and 2000 had projected job creation totals of 516.	Nancy Palmer, Community Development Block Grant Program 410-514-7226
<b>Community Service Block Grant (CSBG)</b>	Provides services to customers that are at or below 125% of the OMB's federal poverty guidelines.	FY 1999, the 17 Community Action Agencies and two Limited Purpose agencies served 244,943 persons. This represented 95,344 families.	Charles H. Smallwood, Office of Community Services 410-514-7229

# MARYLAND WORKFORCE INVESTMENT AREAS

## LOCAL WORKFORCE INVESTMENT BOARDS

### **ANNE ARUNDEL COUNTY**

Joyce Phillips, Chairman  
Dorothy McGuinness, Director  
Business & Workforce Development Center  
of Anne Arundel County, Inc.  
877 Baltimore & Annapolis Blvd.,  
Suite 305  
Severna Park, Maryland 21146  
(410) 315-9680  
[dmcquinness@bwdc.org](mailto:dmcquinness@bwdc.org)

### **BALTIMORE CITY**

Ron Peterson, Chairman  
Karen Sitnick, Director  
Baltimore City Office of Employment  
Development  
417 East Fayette Street, Suite 468  
Baltimore, Maryland 21202  
(410) 396-1910  
[ksitnick@oedworks.com](mailto:ksitnick@oedworks.com)

### **BALTIMORE COUNTY**

Linton S. "Buck" Marshall, Chairman  
Terri Bobloch, Administrator  
Baltimore County Office of Employment  
and Training  
One Investment Place, Suite 409  
Towson, Maryland 21204  
(410) 887-4357  
[tbobloch@co.ba.md.us](mailto:tbobloch@co.ba.md.us)

### **FREDERICK COUNTY**

George Littrell, III, Chairman  
Bonnie Gann, Director  
Merrill Lynch  
30 West Patrick Street, 4th Floor  
Post Office Box 841  
Frederick, Maryland 21705  
(301) 631-3555  
[bonnie\\_gann@co.frederick.md.us](mailto:bonnie_gann@co.frederick.md.us)

### **LOWER SHORE**

(Somerset, Wicomico, and Worcester )  
David Donohoe, Chairman  
Michael Pennington, Executive Director  
Lower Shore Workforce Investment Board  
P.O. Box 99  
200 N. Washington Street  
Snow Hill, Maryland 21863  
(410) 632-3300  
[mike@lowershore.org](mailto:mike@lowershore.org)

### **MID MARYLAND**

(Carroll and Howard)  
Robert Hofmann, Chairman  
Dorothy Lehman, Administrator  
Howard County Employment and Training  
Center  
10650 Hickory Ridge Road  
Columbia, Maryland 21044  
(410) 313-4600  
[dlehman@flash.net](mailto:dlehman@flash.net)

### **MONTGOMERY COUNTY**

John Dillon, Chairman  
Ed Trumbull, President & CEO  
Montgomery County Chamber - Workforce  
Corporation  
451 Hungerford Drive, Suite 515  
Rockville, Maryland 20850  
(301) 738-0015  
[etrumbull@mccdc.com](mailto:etrumbull@mccdc.com)

### **PRINCE GEORGE'S COUNTY**

Daniel A. LaPlaca, Chairman  
Joseph Puhalla, President  
Prince George's Workforce Services  
Corporation  
1802 Brightseat Road  
Landover, Maryland 20785  
(301) 386-5522  
[puhalla@pgworkforce.org](mailto:puhalla@pgworkforce.org)

### **SOUTHERN MARYLAND**

(Calvert, Charles, and St. Mary's)  
Dave Miller, Chairman  
Hank Lacy, Executive Director  
Southern Maryland Workforce  
Development Network  
P.O. Box 910, Mitchell Road  
La Plata, Maryland 20646  
(301) 373-3500  
[hankl@us.hsnet.net](mailto:hankl@us.hsnet.net)

### **SUSQUEHANNA REGION**

(Cecil and Harford)  
Gregory Szoka, President  
Mary Lynn Devlin, Executive Director  
Susquehanna Workforce Development  
Network  
410 Girard Street  
Havre de Grace, Maryland 21078  
(410) 939-4240  
[mldevlin@srpic.org](mailto:mldevlin@srpic.org)

### **UPPER SHORE**

(Caroline, Dorchester, Kent, Queen  
Anne's & Talbot )  
George Smith, Chairman  
Dan McDermott, Executive Director  
Upper Shore Workforce  
Investment Board  
Chesapeake College  
Wye Mills, Maryland 21679  
(410) 822-1716  
[dmcdermott@chesapeake.edu](mailto:dmcdermott@chesapeake.edu)

### **WESTERN MARYLAND**

(Washington, Allegany, and Garrett)  
Raymond Bourdeau, Chairman  
Peter P. Thomas, Executive Director  
Western Maryland Consortium  
33 W. Washington Street  
Hagerstown, Maryland 21741  
(301) 791-3076  
[Peterthomas@mindspring.com](mailto:Peterthomas@mindspring.com)

## GOVERNOR'S WORKFORCE INVESTMENT BOARD MEMBERSHIP

**Hon. Parris N. Glendening,**  
*Governor / Hon. Kathleen Kennedy*  
**Townsend,** *Lt. Governor*

**Wayne A. Mills**  
*Board Chairman*  
Chairman, New Millenium Ventures

**Patricia A. Ferrill**  
*Board Vice Chair*  
Manager, Business Development for  
Education Industry IBM Global  
Services

**Joseph Anderson**  
*Regional Business Manager*  
AAI Corporation

**Leo J. Blackwell**  
*Regional Sales Manager*  
Cisco Systems, Inc.

**James G. Cassidy**  
*Vice President Human Resources & Adm.*  
Electronic Sensors & Systems Sector  
Northrop Grumman Corporation

**Alan Cheung, Pharm.D.**  
*Sr. Vice President*  
Cell Works, Inc.

**James L. Correll**  
*President*  
Baltimore Building & Trades Council,  
AFL-CIO

**Mary Ann Cricchio**  
*Co-owner*  
Da Mimmo Finest Italian Cuisine

**M. Carrie Forrest**  
*Vice President, Human Resources*  
Calvert Memorial Hospital

**Emelda P. Johnson**  
*Secretary*  
Department of Human Resources

**Kevin M. Garvey**  
*Community Relations Manager*  
United Parcel Service

**Toby Gordon, Sc.D.**  
*Vice President, Planning & Marketing*  
The Johns Hopkins Hospital

**Nancy S. Grasmick, Ph.D.**  
*State Superintendent of Schools*  
Maryland State Department of  
Education

**Ernest R. Grecco**  
*President*  
Metropolitan Baltimore Council,  
AFL-CIO Unions

**Hon. Leo Green**  
*Maryland State Senate*

**Hon. Kerry Hill**  
*Maryland House of Delegates*

**David S. Iannucci**  
*Secretary*  
Department of Business and Economic  
Development

**Karen R. Johnson**  
*Secretary MD*  
Higher Education Commission

**Dana M. Jones**  
*President and CEO*  
Southern Maryland Tri-County  
Community Action Committee

**Hon. Nancy K. Kopp**  
*Maryland House of Delegates*

**Norma Lea LaParle**  
*Vice President*  
Frank A. LaParle Dental Corp.

**Hon. Martin G. Madden**  
*Maryland State Senate*

**Kathleen McKirchy**  
*Director, Community Services*  
Metro Washington Council, AFL-CIO

**Edward A. Mohler**  
*President*  
Maryland & D.C. AFL-CIO Unions

**Vincent "Cap" Mona**  
*Chairman of the Board*  
The Mona Group

**R. Wayne Moore**  
*Chairman and CEO*  
TESST Education Corporation

**John P. O'Connor**  
*Secretary*  
Department of Labor, Licensing and  
Regulation

**Hon. Janet S. Owens**  
*County Executive of Anne Arundel*  
*County*

**Marion W. Pines**  
*Senior Fellow*  
The Johns Hopkins University  
Institute for Policy Studies

**John Q. Porter, Esq.**  
*President and CEO*  
Spectrum International, Inc.

**Jerome A. Ratliffe**  
*Vice President & Corporate Secretary*  
Allfirst Bank

**Kelly A. Ronayne**  
*Corporate Employment Manager*  
Giant Food of Maryland, Inc.

**Martha A. Smith, Ph.D.**  
*President*  
Anne Arundel Community College

**Carl William "Bill" Struever**  
*President*  
Struever Brothers, Eccles and Rouse, Inc.

**James D. Tschechtelin, Ph.D.**  
*President*  
Baltimore City Community College

**Sue F. Ward**  
*Secretary*  
Maryland Department of Aging

**H. K. Norman Wolske**  
*Plant Manager*  
Rubberset Company

**Brenda K. Woodsmall**  
*Vice President, Human Resources*  
USInternetworking, Inc.

### ASSOCIATE MEMBER

**Joseph Puhalla**  
*President*  
Maryland Workforce Development

## BOARD COMMITTEES AND MEMBERSHIP MATRIX

ORGANIZATION	BOARD	EXEC. COMM.	TECHNOLOGY WORKFORCE TASK FORCE	YOUTH COUNCIL	LEGISLATIVE COMMITTEE
AAI Engineering Support Inc.	■		■		
AFL-CIO Unions	■	■		■	■
Allfirst Bank	■	■			
Anne Arundel Community College	■			■	
Automation Consultants, Inc.			■		
BAE Systems			■		
Baltimore City Community College	■			■	
Baltimore City Public Schools				■	
Bell Atlantic			■		
Calvert Memorial Hospital	■				
Catholic Charities					■
Cell Works, Inc.	■				■
Cisco Systems	■		■	■	
Comcast			■		
DaMimmo Finest Italian Cuisine	■				■
DDL, Inc.				■	
Department of Human Resources	■			■	■
Department of Juvenile Justice				■	
Department of Labor, Licensing, and Regulation	■	■	■	■	■
Department of Business and Economic Development	■	■	■		■
Frank A. LaParle Dental Corp.	■			■	
Frederick County Public Schools				■	
Garrett Rural Information Cooperative			■		
Genesis Group				■	
Giant Food of Maryland, Inc.	■				
Gr 8			■		
High Technology Council			■		
Howard Community College			■		
Hughes Network Systems			■		
IBM Corporation	■	■	■		
Living Classrooms Foundation				■	
Lockheed Martin			■		
MAITI			■		
Maryland Business Roundtable for Education			■		
Maryland Department of Aging	■				
Maryland Higher Education Commission	■		■		■
Maryland House of Delegates	■				■
Maryland Job Corps				■	
Maryland State Department of Education	■	■	■	■	
Maryland State Senate	■				
Maryland Technology Development Corporation			■		
Maryland Workforce Development Association	■				■
MD Higher Education Commission	■				
Morgan State University			■		
NASA Goddard Space Flight Center			■		
New Millenium Ventures	■	■			
Northrop Grumman Corporation	■		■		■
Office of Children, Youth & Families				■	■
Prince George's Workforce Services Corporation	■				
Rubberset Company	■	■	■		
Southern MD Tri-County Community Action Comm.	■			■	
Speakout.Com			■		
Spectrum International, Inc.	■	■	■		
State of MD Dept. of Budget & Management			■		
Struever Brothers, Eccles and Rouse, Inc.	■	■		■	■
T. Rowe Price Associates, Inc.	■				
TESST Technology Institute	■		■		
The Johns Hopkins Hospital	■	■			
The Johns Hopkins University	■			■	■
The Mona Group	■				
United Parcel Service	■			■	

## **Governor's Workforce Investment Board**

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